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ABSTRACT

This report on Lamar Community College's Horse Training and Management (HTM) program assesses the quality of the educational experience provided by the program, the quality of the faculty and students, institutional financial commitment to the program, contribution of the HTM program to state and local economic development, and external funding support. Section I provides a brief introduction to the program, indicating that the HTM serves 75 students a year in an Associate of Applied Science (AAS) degree program and a vocational certificate program that focus on entry-level horse care, horse handling, and employment skills for the equine industry. Section II evaluates the quality of the educational experience in terms of program honors and awards, acceptance of students into advanced levels of education, workplace demand for graduates, student/faculty collaboration, student retention and persistence, learning environments, accreditation results, and internship opportunities. Section III assesses faculty quality in terms of awards, honors, research and publication activities; and faculty qualifications and diversity. In section IV, students who have received honors and awards are highlighted, the appropriateness and effectiveness of the program is assessed in terms of entering students' needs, student diversity is analyzed, and employment options and student participation in HTM-related organizations are discussed. Section V examines program finances in terms of current budget, funding support per faculty member and per student, instructional costs, and prior funding. After section VI explores the program's contributions to the improvement of the state's business climate and employment base, and the employment qualifications of graduates, section VII considers the program's capacity to attract and sustain external financial support. (WJT)

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Lamar Community College

Horse Training and Management Program of Excellence

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Presented to
Colorado Commission on Higher Education
by

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Lamar, Colorado

October 1989

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PROGRAM OF EXCELLENCE
HORSE TRAINING AND MANAGEMENT

There is something about the outside of a horse that is good for the inside of man.
—Will Rogers

SECTION I
INTRODUCTION

The Horse Training and Management Program (HTM Program) at Lamar Community College is unique yet highly responsive to human resource and economic development needs in Colorado. The Program serves seventy-five students a year in an Associate of Applied Science (A.A.S.) degree program and a vocational certificate program. Between 40 to 45 full-time freshmen students enroll annually in the HTM program, which is beginning its 15th year of operation. Local, national and international students also enroll in the Program which has gained a reputation for providing quality instruction in entry-level horse care, horse handling, and employability skills to students who pursue a career in the equine industry. The Horse Training and Management Program has molded its reputation on a comprehensive mixture of classroom instruction and "hands on" work in a rigorous seven-day-a-week schedule.

The HTM facilities at LCC consist of an indoor arena, an outdoor arena, hay shed, training pens, riding trails, and stalls for seventy-five horses, all located on forty acres adjacent to the LCC campus. While the college does not own horses trained in the program, a sizable waiting list of outside horses is available for student use at the beginning of each semester. The HTM students train about 150 horses each year, with owners paying for feed, bedding and veterinary care costs.

SECTION II
QUALITY OF EDUCATIONAL EXPERIENCE

Program Awards/Honors

The HTM Program has received recognition in recent years from several sources which has helped to establish its international reputation. The program has been featured on NBC's Today Show, in national/international industry magazines such as The Western Horseman, The Quarter Horse Journal, Horse Illustrated, and The Quarter Horse News, and in such regional publications as the The Rocky Mountain Quarter Horse and The Kansas Territorial.

Acceptance of Students Into Advanced Levels of Education/Training

The Horse Training & Management Program has an outstanding placement rate of over 90% of its graduates. The program also has a standing job opening list of approximately twenty-five jobs throughout the United States. Each year, two to three LCC graduates transfer to Colorado State University to complete their four-year programs in Equine Science. HTM transfer students continue to excel in four-year degree programs.

Workplace Demand for Graduates

More jobs are available to HTM graduates than there are graduates, and the number is growing each year. In an industry where there are few guarantees, jobs are rapidly vacated as people advance or make career changes. In the past five years, between 95% to 100% of the students who graduate from the college's HTM program have job offers upon graduation.

Student/Faculty Collaborative Activity

The HTM faculty and students host various horse-related activities each year, some being part of the regular curriculum and others considered extra-curricular. These activities include the hosting of an American Quarter Horse Show, the Western States' Cutting Horse Futurity (a cutting contest for three-year-old horses), clinics and gymkhanas for local citizens and 4-H riders, an approved Intercollegiate Rodeo, and a show team where students show horses in Colorado, Kansas, and Wyoming on the Rocky Mountain Quarter Horse Circuit.

The HTM faculty members and students work closely during these functions. This includes extensive planning in advance of the activity, long hours of hard work during the activity, and cleanup and completion of records afterward. Students are engaged in a wide range of activities from stalling the arriving horses at 2:00 A.M. to setting up the arena for various activities. Through such collaborative activities, the HTM students receive the following and other educational benefits:

1. Organizational skills necessary to successfully complete an extremely hectic activity,
2. A large degree of responsibility and the ability to depend heavily on fellow members,
3. Meeting and interacting with different types of people in the horse industry,
4. Often dealing with irate customers and emergency situations when they arise, and
5. The opportunity to watch and evaluate well-known, top quality horses during competitive events.

Research Facilities

The HTM Program focuses on lower division instruction at LCC; therefore, research facilities are not part of the overall mission of the Program nor the College. The faculty who teach in the Program are consumers of research, however, rather than producers of research. The role and mission of the College does not include pure or scientific research activities.

Retention & Persistence of Students

The HTM Program and its staff have been most successful in graduating students who enter the program. Between 70 and 80% of the students who entered the program during the last three years have persisted and completed the HTM educational requirements. The instructors believe that the carefully planned interview and screening process for admission and the quality of instruction help assure student retention and success.

The HTM Department sets three pre-admission interview dates in April and one day during the months of May, June and July. Each student selects one of these dates for a screening, on-campus interview which includes a personal riding interview. If the student is unable to attend one of the interview dates due to time or financial constraints, s/he is able to provide the instructors with a video tape of riding skills as well as three letters of recommendation.

For those students who are unable to meet the high level of selection criteria for entry into the two-year program, the college provides an alternative preparatory program in which students may choose to enroll. The preparatory program helps students develop riding and horse handling skills. Upon satisfactory completion of this program, students are then accepted into the HTM program.

The instructional and administrative staff believes that the interview process establishes a close bonding relationship between the HTM instructors and students which continues throughout the program.

Learning Environments

The HTM program continues to serve a highly diverse student population from various cultures and backgrounds. Female students comprise nearly 70% of the student body in any given year. American Indian, Black, Hispanic, and Asian students make up nearly 10% of the total student population; and additionally, two to five foreign students are part of the HTM student population. These figures represent a cultural and ethnic diversity which greatly enhances the learning environment.

Further diversification in the learning environment is found in the internship program as students are placed on the 12-week period in unique cooperative environments from coast to coast.

Accreditation Results

The College is fully accredited by the North Central Association of Colleges and Secondary Schools. The most recent NCA team visit occurred in October, 1986. In the NCA visitation report, the team recognized the HTM Program as one of LCC's high quality offerings.

Institutional Support

Lamar Community College provides a wide variety of institutional support services. The College has a full-time Special Services program which provides students tutorial assistance in various programs of study. The Financial Aid Director works with each student to make certain the student is obtaining all the financial assistance to which he or she is entitled. An Assessment and

Learning Center on the campus provides students with counseling, advising, and learning support services. All of these support services help assure student success in the HTM Program.

Lamar Community College recruits students within the State of Colorado and throughout the world through Program advertisements in horse magazines. A full-time Admissions Counselor guides students through the admissions process. The College maintains a student cafeteria and a dormitory facility which provides students with single or double room accommodations.

Internship Opportunities

The student internship during the fourth semester is the high point of the HTM program. The 12-week internship provides students with a link between the HTM curriculum and the world of work. To qualify for the internship, students must complete all specified course work and maintain a 3.0 grade point average in horse-related courses and a 2.0 GPA in general education. Students who are unable to qualify for the internship, including non-traditional students, can participate in an individualized, on-campus practicum which is designed to reinforce course work and riding skills. The student internship is the critical link between school and preparation for employment upon graduation.

LCC places the HTM students on carefully selected and monitored internships in their areas of interest. The internships emphasize reining, cutting, race and general training, ranching, etc. at equine facilities throughout the continental U.S. Many intern sites focus on Quarter Horses or Quarter-type Horses, but Arab or Thoroughbred experiences are also available.

The lead instructor in HTM conducts visitations to all internship sites. The visitation has a two-fold effect: (1) the instructor has an opportunity to visit the site to assess student progress and assure that the internship is meeting the instructional needs of each student; and (2) it gives the instructor an opportunity to visit with intern cooperators to assure relevance and application of the curriculum and to determine whether the HTM program is meeting potential employers' needs. The visit to internship sites also provides the instructors with first-hand knowledge on changes within the equine industry.

The placement rate exceeds 90% for graduates of the HTM program. Many of the students accept full-time positions with their internship cooperator or the cooperator helps students seek employment with a qualified operator within the equine industry. The HTM faculty also provide employment leads and placement opportunities for current and past HTM graduates.

SECTION III
QUALITY OF FACULTY

Faculty Awards/Honors; Research and Publication Activities

The HTM program is blessed with three outstanding instructors. Herb Gerhard, the lead instructor, has an extensive background in ranching, vocational agriculture teaching, and has trained and shown horses for over 20 years. He is an artist, writer, and an entrepreneur. In his spare time, Herb crafts bronze and wood sculptures and produces one-of-a-kind custom-braided horse gear. Herb also paints in acrylic and does pencil and watercolor artwork. He recently had an article published in The Western Horse, titled "Impulsion: How to Control a Lazy Horse."

Another instructor, Jack Ryberg has developed an international reputation in equine judging. In 1988, Jack was selected to judge at the prestigious World Quarter Horse Show in Brazil. Over the years, Jack has judged on several occasions at the American World Quarter Horse Show in Oklahoma City, the Quarter Horse Congress in Columbus, Ohio, and the National Cutting Horse Association Futurity in Forth Worth, Texas. He has also trained and shown horses and has received champion awards at the American Quarter Horse Association events and at the National Cutting Horse Association Finals. Jack, as well, has written and published in the Cutting Horse and The Western Horseman magazines and in other equine publications.

Jeff Dorenkamp is the youngest of the three instructors, but is not short on recognition or accomplishments. Rodeo is his speciality. Last year the LCC girl's rodeo team placed 4th in the regional rodeo finals. As well, one student placed in the national rodeo finals in team roping, and another placed in the top 12 in judging at the World Quarter Horse Show. Jeff has increased membership in the College's rodeo team from 3 members to over 24 members within the last three years. While attending LCC, Jeff was a member of the 4th place National Intercolegiate Rodeo Association Team. He recently served as past president of the Mountain State's Circuit of the Pro-Rodeo Cowboy's Association.

The three faculty members also participate in professional organizations such as The American Quarter Horse Association, The

Professional Rodeo Cowboys Association, The National Cutting Horse Association, The National Reining Horse Association, The Rocky Mountain Quarter Horse Association and the American Paint Horse Association. The faculty is also involved in other local, state, and national organizations.

Qualifications and Diversity of Faculty

LCC's three full-time faculty members represent diverse experiences in the horse industry as well as in teaching. They are extremely dedicated and caring instructors. The combined experience of the HTM faculty is over 35 years of professional experience in the industry and 17 years of combined teaching experience. All three instructors hold current teaching credentials through the State Board for Community Colleges and Occupational Education. The Program continues to employ part-time instructors which includes Dr. Doug Lubbers, LCC graduate, and a practicing veterinarian; and Kristi Kjeldgaard, an LCC HTM graduate who taught beginning and advanced English Equitation. Dr. Marge Chandler, CSU graduate in veterinarian medicine, has taught such classes as Breeding Practices, Equine Management, and English Equitation classes.

Research Facilities

Lamar Community College does not provide any research facilities in the HTM area, which is consistent with the College's role and mission.

SECTION IV
QUALITY OF STUDENTS

Student Awards/Honors

While measuring the success of graduates is sometimes difficult, many LCC graduates have achieved recognizable success. Those in the industry consider owning one's own horse facility a major measure of success. Among the graduates who have attained ownership status are Fred Berschauer (Wichita, Kansas), Dean and Kristi Kjeldgaard (Delta, Colorado), Jim and Chuck Klipfel (Garden City, Kansas), Randy Snodgrass (Joshua, Texas), Dirk Blakesly (Trenton, Missouri), and John Groub (Lamar, Colorado).

Another important criteria is having qualified a horse for the World Quarter Horse Show, which over 30 HTM graduates have attained. A short profile of three recent graduates helps substantiate the important role which LCC and the HTM Program plays in preparing students for success:

KAREN PENNY, Anchorage, Alaska, transferred to LCC after one year of participation in a general arts program at Washington State. Karen's experience with horses was very limited at entry and she struggled against her father's wishes, a successful businessman who believed there was "no future" in the horse industry. Karen became interested in cutting horses following an incident in the lab when the horse she was riding unseated her while turning a cow. She completed her internship at Gary Wilson Cutting Horses in Emerson, Nebraska, worked there for a year following graduation. Her next position was at the J-D Ranch, a cutting horse facility in Geneva, Nebraska, where she worked until she won the Non-Pro Division at the Gold and Silver Cutting Show in 1985.

CARL McQUISTION, a native Coloradan, followed the rodeo circuit for several years before settling down to work for John Hoyt Ranches in Texas. Within a short time, Carl began to show and win awards with reining horses and working cowhorses. Headquartered now near Marietta, Oklahoma, Carl's most recent success has been a first and fourth place in the finals of the 1989 Snaffle Bit Cowhorse Futurity at the Colorado State Fair.

KATHY MARTIN COLLETTI, Pueblo, Colorado enrolled in HTM hoping to participate in the National Intercollegiate rodeos. In August between the first and second years of the program, Kathy entered the Miss Rodeo Colorado contest. Kathy won the horsemanship division enroute to becoming Miss Rodeo Colorado. Kathy took a year leave from LCC to fulfill her Miss Rodeo Colorado commitments. Upon completing her reign, she returned to LCC to fulfill her first goal of completing the HTM program. In December Kathy competed in the Miss Rodeo America Contest and again won the Horsemanship Division enroute to becoming Miss Rodeo America. Kathy was able to graduate that spring before her Miss Rodeo America commitments began. Kathy has continually worked with 4-H groups and hopeful contestants to sharpen their riding and personality traits.

The list of graduates who have achieved minor and major successes is much longer, but it is not limited to the United States: Judy Hoffman, Alberta, Canada, has achieved an impressive list of Quarter Horse wins in Canada.

Appropriateness of Program to Entering Students

The HTM Program continues to meet the needs of entering students through these and other efforts:

- An extensive interview and on-site campus visit which is part of the pre-admission enrollment process; this interview includes a discussion with parents.
- Basic skills assessment in reading, writing, mathematics, and study skills is conducted prior to registration.
- Student support services provided throughout the Program includes student planning, consultation with an assigned faculty advisor, tutorial assistance through a learning laboratory, mid-term student progress reports, and other learning assistance.
- The Program limits freshmen enrollment based on facility space. The interview and screening processes assist in matching student interests and plans with program requirements.
- Placement of students in areas of interest through internships and other job openings in areas of specialty, such as performance, halter, breeding programs, and others.

Effectiveness of Program in Meeting Students' Needs

One of the most effective aspects of the HTM Program is the 12-week internship program where students are placed with various professional horse trainers throughout the United States. The HTM staff maintains constant vigil on each student during this period via telephone follow-up, through written correspondence, and through on-site visits to insure a successful educational experience for each student. Perhaps more important to the success of this program is the extensive instructional and counseling processes which are used with each student to fulfill the following internship criteria:

1. Advise each student to the type of equine industry and area of the country in which s/he wants to work.
2. Match the student to the operation through consideration of his/her current abilities, personality, and ambitions compared to the expectations of the intern cooperator.
3. Assure that the student fully understands what s/he can realistically hope to achieve during the period of internship.

Upon visitation to the intern sites and through other functions in which contact occurs with industry professionals, the HTM instructors gather first-hand information on the relevance of the Program in meeting students' needs.

Local Advisory Committee members help determine the competencies to be attained in each instructional unit of the HTM Program. Feedback from the equine industry and from internship cooperators is also used to establish instructional competencies.

Assessment of Graduates

The LCC Placement staff conducts a one- and five-year follow-up of HTM graduates. This includes mailing a formal survey to students and employers. The instructional staff also seeks feedback from owners and operators who serve as internship sponsors for HTM students. Current data indicates an excellent match between employer expectations and student preparation which is demonstrated by a superb placement rate.

Racial, Ethnic, and Gender Balanced Diversity

The HTM Program at LCC serves a diverse student population. The Program enrolls Hispanic, Black, Asian, and American Indian students in nearly every class. The Program also enrolls a diverse group of international students from such countries as Mexico, Brazil, England, Australia, Canada, Holland, Singapore, Nigeria, Austria, and Puerto Rico. The following chart provides a profile of the HTM student population:

HORSE TRAINING AND MANAGEMENT STUDENT POPULATION

	1989-90	1988-89	1987-88
Females	56	49	46
Males	26	28	25
Ethnic Minorities	5	2	2
Foreign Students	1	2	3

Types of Positions

There are numerous entry-level positions available to HTM graduates such as trainers, assistant trainers, grooms, exercise riders, or barn hands. Not all jobs obtained by graduates will necessarily fall into one of these categories, but the first job obtained by a Program completer is usually commensurate with the graduate's current ability as demonstrated during the internship. Beginning salaries range from $12,000 to $16,000 annually plus benefits.

Part of the value of the HTM Program is acquainting students with potential employers who will assist them in climbing the business ladder as fast as they are able, regardless of their entry-level abilities.

Student Participation in Program Related Organizations or Activities

Students in the Horse Training and Management program have many opportunities to participate in industry-related organizations and activities. Students who have an interest in judging horses can participate on the LCC Horse Judging Team. The team goes to the national contest in Columbus, Ohio and the World Quarter Horse Show Judging Contest in Oklahoma City, Oklahoma. LCC students have been high-point individuals at both competitive events; and the teams have placed first, second, and third in the overall contests on several occasions.

Rodeo is another related activity whereby students can use their skills to become more proficient horsemen. The Rodeo Club belongs to the National Intercollegiate Rodeo Association and hosts an approved rodeo each fall at LCC. Several of the HTM students participate at local shows and at regional rodeos in Colorado and Wyoming.

The LCC Horse Club is responsible for the organization and production of various horse shows and gymkhanas. The Horse Club also invites various equine professionals to put on clinics for students and interested residents in the community. HTM students often choose to use the skills they have learned to participate in various breed shows which are held on weekends in the surrounding area.

A good trainer makes a good horse. A great horse makes a great trainer
-Author Unknown

SECTION V
INSTITUTIONAL FINANCIAL COMMITMENT TO THE PROGRAM

Budget for the Current Program

The 1989-90 budget for Horse Training and Management is $96,446. This consists of faculty salaries, instructional supplies, and travel dollars. Approximately $16,000 of the budgetary amount is used for supplies and travel. The program maintains a separate budgetary account funded by owner boarding fees, which is used to purchase feed, bedding, medicine, and other supplies for the horses used in the Program.

Funding Support Per Faculty Member

Faculty compensation, when degrees attained and years of teaching are considered, is equal to that of other LCC faculty. However, the HTM instructors have a larger travel budget. The instructors travel several thousand miles per year visiting student interns who are placed throughout the United States.

Funding Support Per Student

The HTM funding support per student for instruction as compared to other vocational programs at LCC is $281 less than the average support for other vocational programs. When using FTE costs as the basis, the HTM Program cost per FTE student is $279 higher than that of other vocational programs. These costs do not include facilities, maintenance and overhead.

The HTM Program is housed on 40 acres with a 100 foot x 180 foot indoor arena and a 150 foot x 300 foot outdoor arena with four sets of round pens. The facility contains indoor stalls for seventy-five head of horses. The program equipment consists of two pickups, three Gooseneck trailers, one tractor and several pieces of tillage equipment. One of the pickups and trailer is used for daily maintenance while the other pickup for internship visits, show team travel and rodeo travel. The following chart shows comparative instructional and FTE costs for operation of the HTM program:

INSTRUCTIONAL COSTS

LCC average instructional cost per student in all vocational programs	$1434.00
HTM average instructional cost per student	$1150.00
Difference	$ 281.00
	less for each HTM student

FTE COSTS

LCC average student FTE costs per student in all vocational programs	$1440.00
HTM average FTE cost per student	$1719.00
Difference	$ 279.00
	more per HTM student based on FTE cost

Summary of Prior Funding

The chart below demonstrates the overall growth in funding of the HTM Program during a three-year period.

Source of Funding	1989-90	1988-89	1987-88
Institutional	94,595	89,446	84,900
Carl Perkins Federal Vocational Education	6,300	8,655	1,092
Scholarship Endowment	14,425	13,510	6,231
Total	$115,320	$111,611	$92,223

In the facilities area, college staff worked diligently to provide funding support for construction of the indoor and outdoor arenas in 1975. The Colorado General Assembly provided $175,000 of the facilities' construction costs while local supporters raised another $10,000 through donations and money-making projects.

Governing Board Plan to Achieve National Prominence

The HTM Program is a unique program in the State of Colorado. The CCCOES staff and State Board for Community College and Occupational Education encourage the operation of such programs to meet economic and human resource needs of the community and the State. The HTM Program has also attained international recognition as a leader in the horse training industry.

Adequacy of Library Resources

The LCC library contains a special collection of over 500 bound books on Horse Training and Management, one of the largest in the State and region. The college subscribes to a large collection of magazines and periodicals including Quarter Horse Journal, The Western Horseman, Horse Illustrated, Eastern Horse World as well as Livestock Journal, Western Livestock Journal, Feed Stuff, and Hi-Plains Journal. In addition, the Library carries a large number of video tapes and other audio-visual materials related to Horse Training and Management.

SECTION VI
CONTRIBUTION TOWARD ECONOMIC DEVELOPMENT

Improvement in the Business Climate (Relationship to State or Local Employment Market)

The HTM Program makes significant contributions to the economic climate of Colorado. The seventy plus students who participate in the program each year contribute to the local and state economy in the puchase of goods and services. In addition, numerous HTM sponsored events bring new dollars into the local and state economy through overnight lodging, meals, transportation, and the purchase of other services. LCC staff estimates that the HTM program alone contributes over $1 million dollars annually to the local and statewide economy, based on a conservative multiplier of 1.9.

In the area of employment, from 30 to 50 job openings are available annually for HTM qualified individuals. The State and nation

have faced tremendous growth in the horse industry in recent years, creating an even greater demand for well-educated equine personnel. Graduates of the program immediately contribute to the financial growth of the State's economy upon employment.

Growth of State's Employment Base

The State's equine industry has shown an increase in job openings. The demand by employers for employees exceeds the supply of HTM graduates. The College has been unable to fill all of the job vacancies in the State of Colorado with HTM graduates.

Students and faculty alike contribute to the integration of the local horse industry, the college, and the community by speaking to service clubs such as Rotary and Lions, doing guest interviews on local radio shows, and participating as leaders in 4-H clubs, fairs, and trail rides.

Improved Capacity of Professionals to Work Effectively in Multi-Cultural Environmnents and Employment Competencies of Graduates

Both the instructional staff and the HTM students are exposed to a diverse multicultural environment on a daily basis. The program instructors continually provide students with new experiences and challenges to effectively prepare them for the world of work.

The employment competencies of the Horse Training and Management graduates meet or exeed entry level into a number of HTM related occupations. The instructional staff bases their findings on the number of employers who contact the College and request HTM graduates. At the present time, over 30 job openings exist in HTM. This includes both in-state and out-of-state openings. The instructional staff also measures competencies of students by the achievements of past graduates; for example, a former Miss Rodeo Colorado and former Miss Rodeo America (both graduates of the HTM Program) are both training and showing various breed champions and world champions.

HTM graduates over the last five years has exceeded 90% placement upon graduation. All HTM students (100%) are offered a job within the equine industry. The difference between 100% offered and 90% placed is accounted for by students who elect to continue their education, get married, or are not available for employment for other personal reasons.

The HTM Program is active in hosting and participating in riding clinics, rodeos, and horse shows on local, state and regional levels. Such horse activities are popular sporting and recreational diversions in Colorado and the surrounding states.

SECTION VII
EXTERNAL SUPPORT FUNDING

Demonstrated Capacity to Attract and Sustain External Financial Support

The Horse Training and Management Program continues to attain and sustain external funding. The program has had over 40 head of horses donated to the prgram. These horses are trained by the students and are sold privately or at an auction. The income from the horses is placed in an endowment fund. The interest from the endowment is used to provide scholarships to HTM students. The program also receives private donations which are used for student scholarships.

The HTM Horse Club hosts various events such as the Western State Cutting Futurity, Ponies of America, and has sponsored and produced several American Quarter Horse Shows. The proceeds from these activities are placed in the scholarship endowment.

Enhancement Budget Request

The following itemized enhancement budget is designed to respond to ever-increasing student, employer, and instructional needs in the HTM program at Lamar Community College. The enhancement budget addresses five years of budgetary needs.

ENHANCEMENT BUDGET REQUEST

	Fiscal Year and Amount				
	1990	1991	1992	1993	1994
1. Facility Enhancement (Install and equip one classroom and one live laboratory; student or instructor access to an immediate classroom area is not available on the current HTM site)	$80,000				
2. Instructional and Curricular Enhancements (Includes TV/VCR units, study carrels, video equipment and supplies, and print and non-print curricular materials)	$24,000				
3. Professional (Staff) Development Efforts (Entails 5-years of dollars to keep instructors abreast of new technology and updated in technical and pedagogical skills)	$3,000	$3,000	$3,000	$3,000	$3,000
4. Recognition of Meritorious Faculty Service (One-time financial reward/recognition of $2,500 to each HTM faculty member)	$7,500				
5. Technical Assistance (Provides access to video expertise for taping and editing lab demonstrations in riding courses)	$5,000	$5,000			
6. Equipment Enhancement a) English Equitation Saddles and equipment b) Shoeing Equipment Portable equipment, anvils and others c) Three four-horse hot walkers		$10,500	$16,250	$1,250	
7. Guest Trainers and Resource Experts (External Resource experts to conduct clinics for student and instructor development)	$6,000	$6,000	$6,000	$6,000	$6,000
8. HTM Security and Safety enhancement a) Replacement of 50 stalls and aluminum fence to maintain safety and security in indoor arena b) Indoor sprinkler system for arena (Eliminate health and safety hazards with dust) c) Security housing (Provide modular housing unit to assure continuous security of horses, HTM facilities and equipment; honor students will be selected to live in unit and provide security)	$50,000	$37,000	$33,000	$20,000	$20,000
Total Five-year Enhancement Budget $369,500	$190,500	$61,500	$58,250	$30,250	$29,000

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